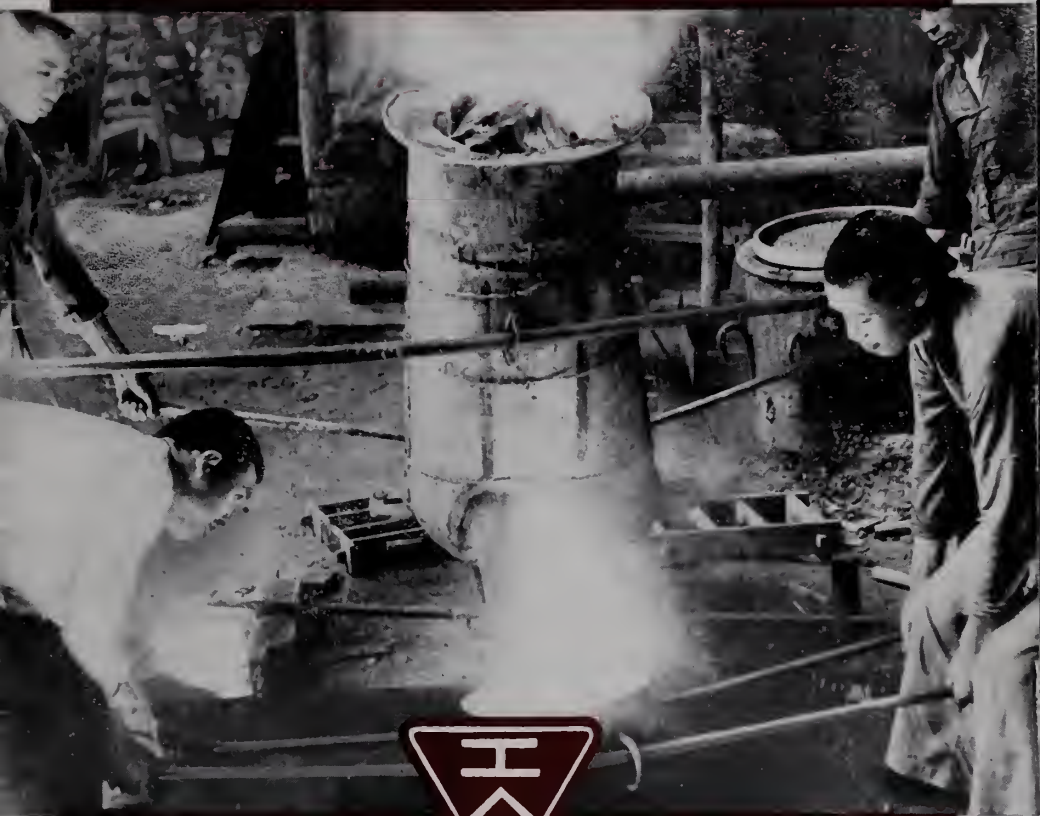


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A NATION REBUILDS



THE STORY OF THE
CHINESE INDUSTRIAL COOPERATIVES

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Dr. H. H. Kung, President, Chinese Industrial Cooperatives

INTRODUCTION

“THIS is the story of a movement that has fired the imagination of a great people . . . a people who have laid down the lives of millions of its strong, weak, capable and helpless in the fight for man’s greatest need . . . FREEDOM. Today the fight for freedom resounds from all corners of the earth. It was the Chinese who struck the first blows for democracy, not on December 7, 1941, but on July 7, 1937. It took us a long time to join forces, but today we fight side by side in the world’s most decisive battles.

“The Chinese Industrial Cooperatives are an integral part of this world battle for freedom. They give warmth to the freezing, food to the starving, and perhaps most important of all . . . hope to the people for the future.

“But here is the story . . .”

—Harry E. Yarnell
Admiral, U.S.N., Retired



Chairwoman of Weaving Cooperative

"Everywhere the common man must learn to build his own industries with his own hands in a practical fashion."—Vice President Henry A. Wallace

A NATION REBUILDS

DOUBLE SEVEN

ON July 7, 1937 few people realized that the first bomb dropped by the Japanese was the signal to mobilize the forces of terror and brutality the world over. It is only now that we recognize July 7th, or "Double Seven", as the beginning of a whole series of events which destroyed forever the myth of isolation and safety in distance.

For nearly five years China held the fort by herself with the merest trickle of outside aid. To understand the full implication of what China has accomplished since, we must realize that during the first year of war 90% of her modern industry was destroyed or seized by the Japanese. With the capture of coastal cities and ports began the tightest blockade in the history of the world. Aside from a short period during which the Burma Road was opened to world trade and the U.S.S.R. could send in materials from Alma Ata, China has been almost entirely cut off from any supplies.

Fifty million refugees started their trek inland, away from the bombed cities and "scorched earth" of military defense. A printer and his workmen pulled their printing press and type over endless miles of dusty road . . . a soldier's widow carried her child and a bag of rice . . . an orphaned boy dragged himself along empty-handed, with hunger in his eyes. This was an invasion no less challenging than armed hordes of Japanese. What was an agricultural interior to do with millions of people they could not employ or feed?

In Shanghai a group of people gathered together to discuss what could be done. They knew that China would suffer even greater hardship if no substitute could be developed for her lost industry. They recognized that more than rice was required to keep a man's body and mind alive. They also realized that 50,000,000 people would be lost to the fight for freedom unless they could be given hope for the future and something to fight for.

Cooperative industry was their answer. They visualized thousands of small producers' cooperatives spread throughout the interior of China, camouflaged from Japan's destructive airforce. These were to be set up in caves, farmhouses and deserted temples; spread out to reach those regions where they could supply front-line and guerrilla troops; extended to reach even those regions that had never developed their industry to the

spinning wheel stage. Worker-owned-and-managed, these workshops would give the people a great stake in winning the war, and would at the same time train them in democracy. Here was a method of enriching a country both economically and socially.

The group in Shanghai formed itself into a committee. Rewi Alley, a New Zealander who had long experience with Chinese industry in Shanghai and who had a burning desire to correct the injustices inherent in that city of child and conscript labor, was the driving force in this group. Hsu Sing-Loh, a banker and one of China's great men of social vision, was a member. Frank Lem, an American-educated engineer; Lu Kuang-Mien, a cooperative expert educated in Scotland; Edgar Snow, American journalist and his wife, Nym Wales, were all a part of the original committee. The next step was to get the idea to work . . .

"Measures for the promotion of domestic industries should be immediately formulated, and the people instructed and encouraged to organize industrial cooperative societies, so that more satisfactory results may be achieved through concerted effort."—
Dr. H. H. Kung, President of C. I. C.



Rewi Alley Organizes a Mining Cooperative

THE IDEA MATERIALIZES

THE British Ambassador to China in 1938 was Sir Archibald Clark-Kerr, an outstanding anti-appeaser who took a firm and sympathetic interest in China's struggle for freedom. It was Sir Archibald who took the idea of industrial cooperatives to the Generalissimo and Mme. Chiang Kai-Shek. Mme. Chiang, in turn, called into these conferences Dr. H. H. Kung, Vice-President of the Executive Yuan and Minister of Finance. The importance of such a movement was recognized. It was immediately decided to put it to work. Dr. Kung, champion of the people's welfare and ardent supporter of the industrialization of China, became President of the movement which from that time on was called the CHINESE INDUSTRIAL COOPERATIVES.

Arrangements were made to secure Rewi Alley, then serving as Factory Inspector for the Shanghai Municipal Council. With a small loan of US\$500,000 obtained by Dr. H. H. Kung from the Ministry of Finance, work was started.

Alley divided up his territory—all of free China—into five parts, and wasting no time sent out an engineer and cooperator into each of these regions. "First things first" he instructed the men as they went out into the field, while he started on the long tours of investigation that were to take him by foot, bicycle, horse, springless truck, train and airplane into every province of free China.

The natural resources, coal, iron, copper, and water-power were waiting, for centuries untouched. The men and women, driven from their homes by the Japanese and anxious to do something for themselves and their country were waiting too . . .

"Our friends and our people, therefore, should realize that whether during war-time or during the period of reconstruction, or in the high tide of peaceful prosperity, it is essential, in order effectively and fundamentally to help our distressed people, that we should encourage and assist them to maintain their self-respect by earning their own living rather than be content to subsist upon charity . . . The Industrial Cooperatives, because of the principles upon which they are founded, can contribute admirably toward this goal."—Mme. Chiang Kai-Shek

"WORK TOGETHER"

66 **W**ELL, countryman," Lu Kuang-Mien said to a slim old man with a brown face and eyes hidden under heavy lids. This was Paochi, refugee center in Shensi Province, and the old man was a blacksmith, one of the thousands of refugees in that dirty, pest-ridden rail terminus, desperately trying to eke out a living from those poorer than themselves.

"Well, countryman, won't you stop a moment? Where did you come from?"

The old man stopped, wiped the sweat from his forehead, waited silently in the expectation of some business.

"We came from Honan," he finally said and went on to tell how he and his family had walked hundreds of miles to this town, carrying only a few tools and some cooking utensils.

Lu spoke words of sympathy to him and then explained his hope of organizing an industrial cooperative.

"Why don't you work together with some other blacksmith?" said Lu. The old man looked at him skeptically. "If you work together," Lu went on, "you need use one pan, so to speak, to cook for many people. And you will be like nine strong sticks instead of one single one that can be broken easily. The more of you there are, the more work you can do. We can lend money for building the factory and for other things."

"That's good," said the old man.

One by one Lu visited eight other blacksmiths and from each of them got the reply, "That's good." They agreed to come to Lu's room the next day to discuss the organization of a cooperative.

Lu, excitedly wired to general headquarters: "First cooperative of blacksmiths established."

*"The night deepens, opium lamps go out . . .
Vermin fight sleep, rats frolic . . .
Yet there will one day be industry here
And free men will make what they need."*—Rewi Alley

A COOPERATIVE IS SET UP

THE idea spread like wild-fire in Paochi and from there to other refugee centers. As soon as the posters appeared on the streets calling on the people to "Resist and Reconstruct", to "Produce for Victory", to "Work Together", crowds of refugees and villagers gathered to discuss this amazing news. Notices appeared saying:

"Workers, save yourselves! If you are unemployed, come and register at once! Do you want work? Are you skilled in any trade? Is it lack of money that holds you up? . . . Come, workers who have been wandering in the war zones, unemployed workers and crippled soldiers! Come, you who have strength but no funds! Come, you who have skill but none to employ you! Let us drag the wealth from our soil—its gold, its iron and its coal. Let us use it to win the war and to build new life for ourselves."

Within three months there were cooperatives making shoes, producing foodstuffs, blankets, towels, surgical cotton and gauze. The printer who with his workmen had dragged his press and type over the roads, was given

a loan and more posters and booklets explaining the movement were printed.

These were the regulations that governed the setting up of a cooperative:

There must be at least seven members to start a cooperative.

The members must be serious in their intention to work, learn and repay their loan.

Each member must own at least one share. None can own more than 20% of the total share capital. Under no circumstances can a member have more than one vote.

Members of the cooperative are to determine their hours and rate of pay.

A Chairman is to be elected from among the members to act as a foreman.

Misconduct of any member is to be judged by all the other members.

Regular meetings are to be held for discussion of problems and plans.

Profits at the end of the year are to be divided as follows: 20% to the reserve fund, 10% to the "Common Good Fund," 10% for payment of Federation directors and staff, 10% to a local Industrial Cooperative Development Fund (for shares in the Federation), and 50% to the individual workers in the cooperative. Of this last 50% two-fifths is paid by the members for shares in the cooperative.

Expulsion for non-cooperative conduct is to be voted by the majority at a general meeting.

A committee of directors is to be elected by members to carry on financial transactions.

Members may resign but are to receive only the nominal value of their share holdings.

The slogan to express their relationship with each other would from now on be "*One for all and all for one.*"

Applicants soon outnumbered the capacity of the organizing staffs, and the small available capital was quickly used. Thousands were put on the waiting lists until more funds could be obtained.

"This is a pattern for all undeveloped countries that are fighting against fascism."—Member of the National Maritime Union



Carding Army Blanket Wool



A Load of Blankets is Wheeled to the Dyeing Vats

BLANKETS

ON his early inspection tours for C.I.C. Rewi Alley was appalled to see hundreds of lightly wounded Chinese soldiers freezing to death at the side of the road, wrapped only in thin Indian cotton blankets. When the problem was presented to Mme. Chiang Kai-Shek, she said: "Why, we have wool and cotton and people who can spin and weave. Why don't we make our own blankets?"

Alley lost no time in going to the Ministry of War with a proposal that the Chinese Industrial Cooperatives make 1,000,000 woolen blankets. It was necessary to train thousands of spinners who had never before handled wool to use the old American spinning wheel that had been streamlined in a C.I.C. machine shop. 7,500 of the new spinning wheels and 750 special hand looms were turned out. Aluminum for the wheels came from Japanese planes that had been shot down. Blankets were dyed in huge wooden vats and hung on bridges, trees and roofs to dry. In spite of all the problems and hardships of setting up this program the government order for 400,000 blankets was delivered to the army on schedule!

At the end of 1942 nearly 3,000,000 blankets had been manufactured by the cooperatives. C.I.C. engineers had developed many types of new machines in an effort to increase and standardize production. First there was the new spinning wheel; then a quadruple instead of a single thread reeler; then a wool separator and a wider loom, and today the cooperatives are at work on the duplication and improvement of two Indian spinning machines that will enormously expand production of textiles in China.

There are problems, too. One of the most serious is that of hoarding. Unfortunately there are some people in China, as in other countries, who place profits above national interest. When these groups corner the supplies of cotton and wool materials to increase prices, looms and spinning wheels of the cooperatives lie idle while soldiers and consumers do without the desperately-awaited medical gauze, uniforms and blankets.

In spite of obstacles, 3,000,000 Chinese soldiers now carry in their packs a blanket with the "Gung Ho" symbol. It is now the Japanese soldier, cut off from all wool supplies, who faces the prospect of freezing!

"The Industrial Cooperatives, which the brave and resourceful Chinese people have built out of almost nothing, are like a miracle."—Murray D. Lincoln

WOMEN

66 IT is very difficult to be a chairwoman. She has to lead the members in dyeing yarn, arrange the division of labor, watch over and readjust matters of cooperative organization, cope with all kinds of business matters and lead in leisure time and class work." These words, taken

from the diary of a women's cooperative organizer in Lushan, are an indication of the complete equality achieved by women in the industrial cooperative movement.

Were it not for the tens of thousands of women who rallied to spin and weave the yarn, C.I.C.'s huge blanket program could not have succeeded. Women organizers brought together widows, soldiers' wives, refugee factory girls from the coastal cities. They all found their place in the cooperatives. And having found that place they were alert to the demands made by a swiftly moving world. They prepared themselves and others to take a leading part in educating their children through Indusco Primary Schools; developing adult evening literacy classes for those who worked during the day, and training classes for the unskilled.

Groups of Japanese prisoners were organized to help in the blanket program. Women urged the establishment of clinics and hospitals, and were ever-vigilant to bring the best possible benefits to their towns and villages. Nothing was too difficult and nothing was impossible.

Today, mothers who formerly sheltered their daughters in the confines of their courtyards and were suspicious of C.I.C. are happy to see their daughters earn through their newly developed skills and at the same time gain the educational and health benefits that they themselves lacked.

Starvation, superstition, ignorance and apathy—long the heritage of country women—are gradually disappearing wherever the cooperatives are set up. Food, education and enthusiasm are the new standards brought by the C.I.C.

*"We must fight the enemy
Who is the enemy?
Japanese imperialists and
Japanese war lords.
Weave for resistance.
Why, are not men and women equal!"*

—Cooperative Women's Weaving Song

NEW LIVES FOR OLD

LIFE for a disabled soldier was not good. In order to collect his meager pension he had to settle himself in a soldiers' center and there his days consisted of inactivity, boredom, two meals a day and sleep, sleep, sleep. Mental cases increased. Those who could not stand the vacuum returned home to find that their physical incapacities made them too much of a burden on their already suffering families.

Squad leader T'ang, who fought with the 37th Division on Marco Polo Bridge, and there received a bullet through his knee, was one of those soldiers. There was a horror of the prospects facing him and a desire to do something about it. With his friend, An Ping-yang, he developed



A Blind Ex-Soldier Prints Posters in Lithography Cooperative

a method of making soap from the raw materials found around Kweilin. When the question of funds arose C.I.C. came to the rescue. In a few weeks a group of soldier-cooperators—some minus an arm, a leg or an eye—were turning out great slabs of "Victory Co-op Brand" soap.

The story of their cooperative spread to other soldiers and soon the "C.I.C. Disabled Soldier" label appeared on cigarettes, candles, blankets, uniform cloth and even bags of flour. Men who were formerly looked upon as public charges were now considered a "good catch" for the local belles and in one area group weddings were performed.

Now life had a purpose. It was good to earn again, but it was better still to become a respected member of the community. The soldier who was forced to leave aside his gun could take up a new weapon in defense of his country—the production of vital goods. At Chang-Sho-Sze recently, the Chairman limped into the local C.I.C. Treasury with CH\$12,000 as repayment on his cooperative's capital loan. "Our members voted to pay back this much," he said, "so that some other wounded soldier group can have the benefit of work and joy of production we are experiencing."

"Here democracy is being practiced in industry, and the experience is producing happy, healthy and useful citizens."—Lt. Col. Evans F. Carlson, on tour of C.I.C. in 1940

GUERRILLA COOPERATORS

66

MOBILITY" has been the watchword of all the cooperatives close to warring areas, but in some regions the difference of a pound or two may determine whether a cooperative can continue to function in a new region or whether valuable machinery must be left behind for destruction by the Japanese. Members of these guerrilla cooperative units must be daring—ready to hide their tools and take up arms in defense of their workshops. Sometimes the hum of a spinning wheel and the clack of a loom blend with the sound of guns booming a few miles across the river. Cooperative meetings are a combination of civilian defense and business discussions, with plans laid for 24-hour watches and routes set for removal of machines and delivery of finished goods.

One cooperative depot that had disappeared during a Japanese attack in May, 1941, was again heard from in November, 1942. In a letter, carried by a cooperative member through Japanese lines, Chu K'ang-Chia, the organizer, reported that "the enemy burned crops and destroyed houses, so the office and cooperatives moved northward." There they were given a rousing welcome by the guerrilla fighters and urged to stay and develop cooperatives. "The first cooperative was opened in November. By the end of August there were 23 cooperatives, two of them for transportation." Six make textiles, four press oil, three mill flour, two mine coal and the rest make paper, leather, shoes, vinegar and cigarettes. Another branch of the cooperatives was started in an area completely surrounded by the enemy. There six cooperatives make paper, iron utensils, and flour and mine coal.

Another group of Mohammedan refugee leather workers had to pick up and move four times in one year. At their final resting spot typhus struck the village and the cooperative lost one out of every four of its members, including the Chairman. With four or five funerals going past the shop window each day, the members produced 3,600 pairs of shoes and 4,000 gun holsters within three months for the guerrillas!

Men and women have given their hearts, their strength and their very lives so that China could continue her battle for production.

"Our work is promising and expanding. It is for the sake of this work that we are carrying through."—Chu K'ang-Chia, guerrilla organizer, in a message sent through Japanese lines.

THE "COMMON GOOD FUND"

THE Chinese Industrial Cooperatives is a peoples' movement. It is uniting its members into a powerful force to increase production, to broaden their vision and to enable them to build a future of peace and plenty.

Rewi Alley, writing from the Northwest, speaks of the "lyric" of working together. "Refugee cooperatives, guerrilla cooperatives, coops backed by Catholic priests, Protestant missionaries, Mohammedan priests, a Y.W.C.A. coop . . . one sees in action some of the things one has dreamed about. The inmates of a Buddhist hospital for opium addicts came one day, saying they smoked opium because they had no hope of getting work to do. They asked for funds to start a flour mill beside a mountain stream. Now they are working in the sunshine and completely curing themselves."

Each year, when the profits of the cooperatives are counted, members put aside 10% as their "Common Good Fund" for reading rooms, classes in adult education, cooperation and world events, and kindergartens. As the cooperatives come together more and more into Federations, the work is developed. Conferences on health problems are held and specialized education for leaders is provided. "The Lanchow Federation of 27 cooperatives", writes Rewi Alley, "has its own buildings, runs its own clinic and social services." The Hanchung Federation encourages education by supplying free books and paper to the member cooperatives, pays for the cost of health work, improves the system of cooperative statistics and accounts, supports relief work among the Honan refugees and is now preparing a textbook on cooperation which is to be used throughout the Northwest C.I.C. region.

Trachoma, scabies, typhoid, smallpox and cholera take a tremendous toll among the people in the interior. Through the "Common Good Fund" the C.I.C. has instituted health insurance, clinics and hospitals. In 1941 more than 25,000 vaccinations and inoculations against smallpox, typhoid and cholera were given by the Shuangshihpu and Paochi clinics along. At the end of 1942 a modern hospital with 40 beds was set up by the Paochi Federation. This is the only hospital in an area inhabited by 70,000 people. Members of the C.I.C. are treated free and others pay a half-fee. Many of the drugs and hospital supplies are made by the cooperatives.

The "Common Good Fund" has taught the people not to say "for me", but to say "for the good of all."

"Industrial cooperatives can maintain the economic stability of our internal market, and thus avoid chaos in the villages even if the Japanese occupy all our cities. They can utilize idle workers, keep our soldiers clothed and fed, avoid famine and other consequences of economic dislocation, support prolonged resistance and make Japanese occupation of our cities entirely profitless. This movement needs the help of progressive people everywhere."—Mme. Sun Yat-sen



Bailie School Boys Display Tools They Have Made

BAILIE SCHOOLS

THE onslaught of war brought maimed bodies and death to millions of China's youth. To others it brought a release from the horrors of contract labor only to face the prospect of starvation in the interior. Industries on the coast used the sweat and blood of child laborers in the manufacture of their goods. Beri-beri, tuberculosis, scabies and missing fingers, were the by-products and too often the final reward was a coffin.

This was not the industrialization envisioned by Joseph Bailie, the missionary. His was the broad outlook, the utilization of machinery to lighten the burden of human life and to prolong it with the plenty that came from the machines. He gathered a group of young Chinese boys around him and fired them with his enthusiasm. Henry Ford, in the late twenties, became acquainted with Bailie's plan and agreed to train a number of young men each year in his Detroit shops. But there were many obstacles and Joseph Bailie died before his plans were completed.

Joseph Bailie planted a seed that never died. Today many graduates of the Ford training course lead the engineering work of C.I.C. Rewi Alley, too, had come under the influence of this man who was "full of love and understanding for those who did the work of the world", and Alley realized that through the Chinese Industrial Cooperatives Bailie's dream could come to life.

The first Bailie School was set up in Paochi in 1941. Boys between the ages of 12 and 18 were picked for their aptitude, their desire to learn, their ability to "eat bitter" and their willingness to serve country

and fellowmen. Courses varied from two to four years, depending on the age, intelligence and experience of the student, and included classes in taking apart and putting together a Ford V-8 engine; mining, tool-manufacturing, weaving, well digging, current events, arithmetic, geography, singing and sports. On graduation the boys are given jobs in the cooperatives which require their specialized skills.

A typical student is young K'ung Fan-jen, who joined the army just in time to fight in the retreat from Nanking. His unit, a suicide squad, was captured by the Japanese and all except Fan-jen and a companion were killed. They escaped and were demobilized by the army. Fan-jen decided to continue his fight on the production line and signed up in a Bailie School. "The country needs production just as it needs soldiers", he said. Now Fan-jen is learning to be a machinist.

Today there are nine Bailie Schools in the Southeast, Northwest, Chuan Kong and Northern Front regions of the C.I.C. Each has about forty students except for the school at Shuangshihpu which has close eighty. One school in the Northern Front region had to be evacuated before a Japanese onslaught and the boys and cooperative members now hold a piece of country as guerrilla fighters against the Japanese.

These young men are China's hope for a brighter future—a future that will teach a wholesome, self-respecting method of production through cooperation for a higher standard of living.

"Youths are wanted who will bring an understanding of local conditions and problems to the higher technicians, and who will bring an interpretation of broad technical policy and a spirit of technical and social progress to the member-workers of C.I.C."

—George A. Hogg, Headmaster, Shuangshihpu Bailie School

FEDERATIONS

SAN MIN CHU YI (The Three Peoples' Principles), China's "of the people, by the people and for the people", is the heritage received by the Chinese from their great leader, Sun Yat-sen. Dr. Sun saw clearly that without an improvement of livelihood, the people and government could not be one. To make them one the people must be trained in the workings of democratic self-government and administration.

The Federations set up by the C.I.C. are the basis for the future autonomy of the industrial cooperative movement and a medium for the Chinese people to learn the techniques of self-government. Federations are financially independent and as the cooperators learn the practice of democracy in their units they assume greater responsibility in the handling and managing of all their affairs. Groups of anywhere from 10 to 30 cooperatives, depending on geographical location, come together to market their goods, obtain raw materials, and set up joint treasuries. Federation officers are elected by the cooperative members for specified terms.

Besides conducting business transactions the Federations act as cultural centers, where cooperative members can obtain books, writing materials, and postage; learn how to read and write; study what other cooperatives have done to solve their technical difficulties; read the newspapers to learn what is happening in other countries; and through mingling with cooperative members from all over the district the cooperator acquires a broader knowledge of his neighbors and a sense of unity.

There are now 33 Federations throughout China: 8 in the Northwest region, 9 in the Szechwan-Sikang region, 5 each in the Kiangsi-Fukien-Kwangtung and Honan-Kwangsi regions, and 3 each in the Shensi-Honan and Yunnan-Kweichow regions.

Among the scattered isolated cooperatives inflation has taken a toll. Individual cooperatives are not sufficiently capitalized to enable them to buy enough raw materials to keep ahead of the inflation spiral. When the small cooperative sells its finished product it finds that the price of raw materials has so increased that no profit is derived; or that raw materials are unobtainable except at prohibitive costs. This process eventually eliminates the weaker cooperatives. Measures have been passed in Chungking to punish the hoarding of goods and to establish price ceilings. It is hoped that the measures will be strictly enforced by the local county governments. Meanwhile, federation offers the cooperatives the soundest method of obtaining large quantities of raw materials at a reasonable rate, and the best way of selling their products.

Eventually the Federations will lead to a National Federation, at which time the C.I.C. will have reached complete self-reliance and independence.

"The Chinese Industrial Cooperatives are teaching the people the methods of democratic government. They are building the foundations of a new democracy in China."—Sir Stafford Cripps

CONSUMER COOPERATION

THE problems of the consumer always increase during wartime. In China they are especially acute. Here in the United States one may still purchase all the essentials and most of the non-essentials of everyday life, but China lacks many of the first and all of the last. Added to this lack of goods, and partially because of it, there is inflation. Wendell Willkie reports in his book "One World" that prices in Chungking have in many cases risen to sixty times that of the prewar level and that the rate of increase is about ten per cent a month. Mr. Willkie also points out that the Chinese Industrial Cooperatives, which he saw in Lanchow, are helping to meet the problem.

Not only do the cooperatives ease inflation through production of more goods at fair prices, but they also have started consumer stores in

many places. This enables C.I.C. members as well as others to further benefit from the purchase of available goods. In August, 1942, a co-operative store was opened in Loyang and sales on the first day amounted to US\$1,500! In spite of an all-day air raid alarm sales on the second day reached US\$1,000. Goods sold are cotton cloth, woolen sweaters, army blankets, uniforms, saddles, leather shoes, towels, soap, etc.—all made by the C.I.C. Many of the articles are on the market for the first time since the war started.

Pupils in C.I.C. primary and Bailie schools learn techniques of consumer cooperation by running their own small supply stores. The neat balance sheet prepared by the Shuangshihpu Bailie School Consumers Cooperative shows that out of a total of US\$12 yearly spending money for each student, purchases at their store averaged US\$6 for each boy. Dividends on purchases reached 12.87% for the last quarter in 1942.

By the growth of Federations the C.I.C. encourages the establishment of more and more consumer cooperatives.



Wendell Willkie and Lu Kuang-Mien visit Cooperative in Northwest

THE INTERNATIONAL COMMITTEE

THE Chinese Industrial Cooperatives is a movement which has two phases. One is the C.I.C. proper, consisting of the cooperative societies and their Federations, and the other a group of auxiliary promotional bodies which can be classified into three categories. Of these the first is the administrative (Central Headquarters, Regional Headquarters, Depots and Stations), the work of which is subsidized by the government. The second is the I.A.I. (Institute for the Advancement of Indusco) financed by the International Committee with headquarters in Chengtu, Lanchow and Kweilin, which deals with research, investigation and promotion of education. The third is the International Committee for Chinese Industrial Cooperatives Productive Relief Fund which receives and allocates funds for Indusco Services, the I.A.I., and special projects which cannot be financed by government loans. These funds are mostly contributions from abroad.

The International Committee was established in Hongkong in the summer of 1939, with the Rt. Rev. R. O. Hall, Anglican Bishop of Hongkong and South China, as Chairman. There was great need for such a committee since the Central Headquarters was inclined to view with concern funds which were requested for use in regions near the fighting areas. Nor did that body have any money for training, technical work, medical care, schools, etc. Appeals for such funds were sent to the Philippines, the South Seas, Australia, China, England and the United States, and soon the contributions came from those people anxious to get this exciting new movement into further production. The Philippine Committee, with Mrs. Paul V. McNutt as its first Chairman, and later Mrs. Francis B. Sayre, was started by Nym Wales; soon it was sending money to the International Committee for the establishment of training schools, kindergartens, Bailie Schools and for special cooperatives. Another promotion committee was started in Hongkong by Miss Ida Pruitt, who later came to the United States to start the American Committee, Indusco, Inc. In England Sir Alfred Barnes, MP, headed a list of 100 prominent Britishers who set up the Anglo-Chinese Development Society to provide assistance and mutual trading facilities to the C.I.C. Other promotional agencies are the United Aid to China Fund (England) and the Australian Committee in Aid of Industrial Cooperatives in China. Sir Stafford Cripps made a personal investigation of the movement and reported back that "the C.I.C. is teaching the people the methods of democratic government. They are building the foundations of a new democracy in China."

When Hongkong fell most of the International Committee members were able to escape to free China. Since January, 1942, this committee

has had its headquarters at Chengtu, Szechuan. In January, 1943, the members were as follows:

<i>Chairman:</i>	The Right Reverend R. O. Hall	<i>Anglican Bishop for South China</i>
<i>Vice Chairman:</i>	J. Lossing Buck	<i>University of Nanking, Chengtu</i>
<i>Secretary-Treasurer:</i>	Lewis S. C. Smythe	<i>University of Nanking, Chengtu</i>
<i>Recording Secretary:</i>	E. R. Lapwood	<i>Yenching University, Chengtu</i>
<i>Field Secretaries:</i>	Rewi Alley	<i>Chief of Indusco Services</i>
	Chen Han-seng	<i>Agrarian Expert</i>
<i>Members:</i>	G. Findlay Andrew	<i>First Secretary of the British Embassy, Chungking</i>
	Chen Yu-gwan	<i>President, University of Nanking, Chengtu</i>
	Chi Chao-ting	<i>Stabilization Board, Chungking</i>
	Chiao Chi-ming	<i>Cooperative Dept. Farmers' Bank, Chungking</i>
	Cora Deng	<i>National Committee of the Y.W.C.A., Chengtu</i>
	George A. Fitch	<i>Executive Adviser to Central C.I.C.</i>
	William L. Hsu	<i>"Friends of the Wounded Soldiers," Chungking</i>
	Mei Yi-pao	<i>President, Yenching University, Chengtu</i>
	Meng Yung-chien	<i>Director, Institute for the Advancement of Indusco, Chengtu</i>
	Ning Hsiang-nan	<i>Manager, Farmers' Bank, Chengtu</i>
	T. V. Soong	<i>Minister of Foreign Affairs</i>
	J. M. Tan	<i>Stabilization Board, Chungking</i>
	J. B. Tayler	<i>Institute for the Advancement of Indusco, Lanchow</i>
	John Carter Vincent	<i>American Embassy, Chungking</i>
	Wu Yi-fang	<i>President, Ginling College, Chengtu</i>

Members in the United States: Lt. Col. Evans F. Carlson, Mrs. Frederick W. Longfellow, Ida Pruitt, Edgar Snow, Richard J. Walsh.

Approximately \$1,000,000 has been transmitted from the various promotional agencies to the International Committee. Much of the funds have gone into technical services and training, as initiated and carried out by the Institute for the Advancement of Indusco and Indusco Services. These funds have also provided capital investment for machinery, chemical apparatus and buildings. The Institute for the Advancement of Indusco supervises and carries on industrial research and experimenta-

tion; provides for educational work, such as subsidies for specialized training as in the Bailie Schools and regional training classes; conducts economic studies for the benefit of the cooperatives; and publishes pamphlets and periodicals on C.I.C. problems. The Indusco Services undertakes direct technical aid such as the setting up of new cooperatives, improvement of existing ones, investigation of the application of local raw materials, and gathering of statistical information.

Meng Yung-chien, former Secretary of the Northern Front Headquarters, is director of the Institute. Rewi Alley heads Indusco Services.

Three laboratories, at Lanchow (Kansu), Kanhsien (Kiangsi) and Chengtu (Szechuan), are maintained by International Committee funds. Dr. Norman Glass, English manufacturing chemist, supervises the work carried out at Lanchow and Chengtu, and Director Walter Chen and John Jan, American-trained engineer, the work in Kanhsien. Another project of utmost importance now being carried out by Prof. Charles Riggs and engineer Lang Wong at the Chengtu experimental machine shop, is the duplication of Ghosh and H. F. spinning sets. This machinery, when manufactured in quantity by C.I.C. machine shops, will enable the cooperatives to undertake a vast program of textile manufacture.

In 1941 Lt. Col. Evans F. Carlson wrote that "it is doubtful if the non-political and non-partisan character of C.I.C. could have been maintained during the formative period without the support of the International Committee." Today it can be said that the funds from friends who have contributed through the International Committee and the wise administration of these funds by the International Committee has enabled the C.I.C. to become a movement which feeds thousands; makes a substantial amount of goods for the civilian population and the war effort; and gives all who come in its orbit a happier, productive way of life.

"I believe that the Chinese cooperatives will help lay the groundwork for continuation of Chinese democracy."—Rt. Rev.

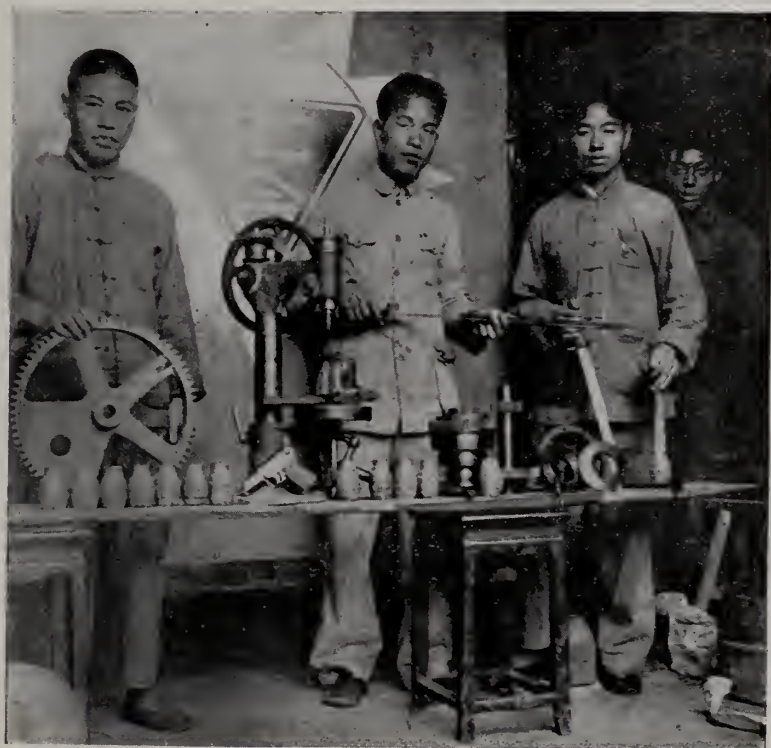
R. O. Hall, Chairman of the International Committee

MACHINERY AND BASIC DEVELOPMENT

WHEN Marco Polo visited China 700 years ago he returned to Venice with stories of Chinese trade and manufactures that were beyond the imagination of Westerners. Boats, silks, salt, gold, cottons, paper, porcelain were produced in quantities and qualities that were generations beyond what the rest of the world had achieved. One may wonder what has happened to the secrets of these trades. Perhaps part of the explanation lies in the tradition prevalent in those times of the father handing down the manufacturing process to his sons when he was about to die. Sometimes he died before he could explain, and sometimes there were no sons to carry on the family manufacture. The raw materials and

the latent handicraft ability were there, but it was necessary to develop industry to meet modern requirements. Today one of China's most urgent needs is for engineers and technicians who can again build China's industries, who can teach the people how to produce essential goods in a way that can be worked out practicably in a country that is still largely agricultural.

Since China depended on the coastal cities for textile supplies, the first large-scale efforts of the C.I.C. were to set up textile cooperatives. In some areas thread was still spun by the thumb and finger twisting method. It was not an unusual sight to see a grandmother sit in her doorway with a basket of raw wool, teaching a child how to draw the thread through her fingers. This, and the old spinning wheel, were too leisurely processes to supply a nation at war, so Prof. Lewis S. C. Smythe of the University of Nanking sought to develop an improved spinning wheel, based on the type used by Americans 150 years ago. An improved model was finally obtained from Mr. Sih Ming-chien in Chungking, and after experimenta-



Hand Grenades and Machine Parts Made by Guerrilla Cooperators

tion by skilled wool spinners the C.I.C. engineer, Mr. Chang Hung-chi, streamlined the wheel to fit into a mass spinning program. The new wheel used a foot treadle, mounted the spindle directly over the treadle wheel, and could turn out four times more yarn than the original American model! Later, a four-reel winder and double-width loom added to the growing roster of improved C.I.C. machines.

But even these advances were not sufficient to keep up with the demands for uniforms, clothing, household and medical textiles. As early as 1940 Prof. Smythe began negotiations with British manufacturers to obtain model sets of small-scale carding and spinning equipment. Both the H.F. and Ghosh sets, used in England and India, were easily adaptable to C.I.C. needs and would tremendously increase output. Access to the outside world was difficult and transport from India prohibited the shipment of even one model machine, but finally, early in 1943, blueprints of the machines were obtained and model sets installed in the Chengtu and Lanchow C.I.C. machine-shops. Eighteen boys from the Lanchow and Shuangshihpu Bailie Schools came to Chengtu where a new Bailie School was started. There they learned the construction, operation and maintenance of the machines as these were assembled by Prof. Charles Riggs and Engineer Lang Wong. When these machines are duplicated the Bailie School boys will travel to new regions to teach cooperators the operation and care of the Ghosh and H.F. sets.

Other machines, equipment and processes, were developed. In April, 1943, Engineer Wong had completed a set of leather tanning machinery which would roll, stake, glaze, buff, polish and stuff the hides. Engineer John Jan had worked out a successful method to make good grey iron. Dr. Chen Han-seng, agrarian expert, developed an improved plow, hoe and scythe in the Southeast. Up in the Northwest Engineer Kuo set up a C.I.C. model "wool mule" and carder.

In the United States a Technical Department was established for Indusco by David J. Leacock, who obtained the help of many prominent American engineers and technicians on C.I.C. technical problems. The Indusco Technical Committee has lately obtained blueprints and instructions for C.I.C. sponge iron plants, as worked out by Mr. H. G. S. Anderson, one of the foremost American experts. Microfilm reports on tanning, paper-making, chemical manufacture, etc., have been sent to China through the Office of War Information. These services will help solve many of the knotty production problems encountered by the cooperatives.

Certain precision instruments and chemical apparatus cannot, at present, be manufactured or purchased in China. Indusco is making every effort to send a limited amount of this much-needed equipment to India for air shipment to China.

"In this fight for freedom the Chinese Industrial Cooperatives and the people of China are playing an heroic part."—Karl T. Compton, President, Massachusetts Institute of Technology.

WIN THE WAR

TODAY the dirt of Paochi, first cooperative center, has been swept away. Streets have been widened. The first cooperative now has a proud-looking, airy building from which pour tools, agricultural and cooking utensils, household and army equipment. All the buildings that line the main street carry a dignified, newly-washed look, and the "Gung Ho" signs sway in the breeze.

What has happened to Paochi in the Northwest has also happened to many towns and villages in 18 provinces of free China.

Still this is not enough. Even when the Burma Road is opened, heavy guns, airplanes, tanks and tractors would take precedence over all other materials and the people of China would still need their own industries to produce clothing, housing, food and medical goods; the army would still need light weapons and supplies. Transport problems will present a nightmare to those who want to distribute the goods. The desire to win the war is there; the implements to carry out the desire must continue to be developed within China.

The C.I.C. has shown that it can meet the challenge. The organization has been set up and proven itself by producing for over four years in backward sections and under war conditions. There is no need to risk valuable ships and space for commodities that are being and can be made in greater quantities right within China. Through decentralization C.I.C. is carrying and can carry more industry straight to the places where goods are most needed—close to the fighting lines, deep into the inaccessible interior where roads are bad, into the villages, and up into the hidden guerrilla districts where bands of fighters continually harrass the enemy. Mobility, simplicity in form and the people's will to participate in this program makes the C.I.C. a logical method of supplying the goods needed for the war.

To keep China in the war and to equip her people, the Chinese Industrial Cooperatives must be increasingly supported so that they may be expanded many fold.

"I want to congratulate the members of the Chinese Industrial Cooperatives for their accomplishments. They are showing great courage in the pledges they are now making to increase their production. We in America want to help."—Eleanor Roosevelt

DEMOCRACY AT WORK

TODAY the eyes of the world are turned toward the C.I.C. Outstanding leaders, such as Pandit Jawaharlal Nehru, Sir Stafford Cripps and Wendell Willkie have seen it at work and come away convinced that in China the people are molding a great new democratic

movement that deserves the encouragement and enthusiastic support of enlightened people everywhere.

It took the villagers and refugees a little while to learn the idea of complete working equality. Once it took hold, it found ready reception among the cooperators who were anxious to develop their capabilities. The story is told of how one day a delegation of cooperators knocked on their chairman's door and after a lengthy pause were told to "come in." "We have come", the delegation spokesman said, "to inquire why you are not at work today."

The chairman gazed thoughtfully at the ceiling and replied slowly, "I am your chairman. I have great responsibilities and must take time off to think in solitude."

The cooperators gathered in a corner, buzzed among themselves, and their spokesman stepped forward again. "We have decided," he said, "that your mind will function better when your hands are busy with work. In our society only those who work, eat."

This is a long step forward from the days of Shanghai contract labor. Perhaps the spokesman spent his youth sleeping and working in the same cubby hole that held his machine, with a day off every second month to visit his parents, and perhaps the other cooperators too suffered the indignities of these semi-feudal labor conditions. Those days have left their imprint . . . not in the subjugation and apathy of the people, but in their determination to make fuller lives for themselves and others.



Children Learn to "Work Together" in C.I.C. Primary Schools



A Cooperative Member Receives Medical Care in C.I.C. Hospital

The vote is a simple mechanism but one for which people all over the world have given their lives. Each time a member stands up at a cooperative meeting to say "aye" or "nay" he brings China that much closer to the goal of complete democratization in practice as well as in principle. The members of the C.I.C. are the *cadre* for China's future suffrage.

There is another story that illustrates the spirit and dignity that goes with cooperation. A young foreign-trained engineer recently visited a weaving cooperative. "How many workers have you?" he rapped out in his clipped business-like fashion to an elderly Kansu man who obviously came from peasant stock. "We have seventeen members. No hired workers," the man replied in his slow, quiet voice. Quite unabashed, the engineer continued the snappy catechism. "Who is the factory manager?" he said. Again came the reply in broad Kansu dialect, "Our *Chairman* is Hsu. He is not working in the society today because he has cooperative business in the city."

The C.I.C. is proud of such men!

"The democratic basis for these cooperatives and their development on this basis in this warring world are full of significance."

—Pandit Jawaharlal Nehru



Leather Tanning Cooperative

STATISTICS

BECAUSE of the difficulties in communications and the disruptions of war within China it is hard to accumulate completely accurate statistics. The tables below were assembled in June, 1942. They include only the registered societies and none of the experimental factories making blankets for the Chinese army. These are being swiftly transformed into cooperatives. Many cooperatives have been organized since then, and guerrilla cooperatives thought lost have reported reorganization and development of other units. It is fair to estimate the total cooperatives today at about 2,000. Monthly production, including the blanket program, is approximately US\$1,550,000.

GENERAL STATISTICS OF C.I.C.

Dec. 1938 to June, 1942

Year	No. of Societies	No. of Members	Share Capital		Loans Outstanding \$	Monthly Production \$
			Subscribed \$	Paid Up \$		
1938, Dec.	69	1,149	16,292	10,206	—*	—*
1939, June	724	9,534	163,188	91,842	—*	—*
1939, Dec.	1,284	15,625	416,108	236,122	2,607,302	—*
1940, June	1,612	21,330	714,996	488,214	5,469,862	5,783,450
1940, Dec.	1,739	25,682	1,219,347	843,245	6,000,850	9,392,154
1941, June	1,867	29,284	1,835,793	1,357,858	12,520,365	14,246,595
1941, Dec.	1,737**	23,088	2,348,084	1,972,204	13,893,045	14,478,892
1942, June	1,590**	22,680	5,645,558	4,553,392	15,712,857	24,022,944

NOTE: All figures in National Currency (Chinese), about \$19.75 to one U. S. dollar.

*Data incomplete.

**Consolidation of cooperatives into larger units, and losses due to inflation, brought figures down late in 1941 and 1942.

C.I.C. STATISTICS, June 30, 1942

Classified by Regions

Regions	No. of Societies	No. of Members	Share Capital		Loans Outstanding	Monthly Production
			Subscribed \$	Paid Up \$		
Northwest	325	4,019	1,214,715	728,194	3,618,041	5,774,845
Chuan-Kong	247	4,800	2,194,775	1,921,432	3,152,112	4,411,285
Southeast	433	5,395	715,755	572,963	3,519,715	1,774,616
Southwest	246	3,485	408,868	327,055	2,155,441	9,471,517
Dien-Chien	158	2,497	839,324	785,124	2,082,444	2,027,765
Ching-Yu	118	1,610	183,748	167,217	616,597	327,052
Che-Wan	63	874	88,373	51,407	583,507	235,864
Total	1,590	22,680	5,645,558	4,553,392	15,712,857	24,022,944

NOTE: (1) The provinces included in these Regions are as follows:

Northwest—Shensi, Kansu, Ninghsia and Chinghai
 Chuan-Kong—Szechuan and Sikong
 Southeast—Kiangsi, Fukien and Kwangtung
 Southwest—Hunan and Kwangsi
 Dien-Chien—Yunnan and Kweichow
 Ching-Yu—Shansi, Honan and Hupeh
 Che-Wan—Chekiang and Anhui

(2) The figures given above are based upon reports of the Regional Headquarters for June, 1942. These need to be amplified by data from other sources.

(3) Data in connection with the army blanket program is not included in the figures given above.

(4) All figures in National Currency (Chinese).

C.I.C. STATISTICS, June 30, 1942

Classified by Industries

INDUSTRIES	No. OF COOPERATIVES							Total	%	No. of Members	Loans Outstand- ing \$	Monthly Production \$
	Northeast	Chuan-Kong	Southeast	Southwest	Dien-Chien	Ching-Yu	Che-Wan					
Machine & Metal Works	12	7	20	6	4	3	5	57	3.6	1,011	1,600,786	1,458,340
Mining	73	8	21	1		8		111	7.1	972	196,836	42,883
Textile	101	141	44	142	97	45	14	584	36.7	10,449	5,233,985	12,157,056
Tailoring	32	20	35	22	15	23	12	159	10.0	1,718	1,209,852	2,768,038
Chemical	40	46	160	31	13	22	10	322	20.2	4,494	4,083,906	3,310,663
Food Stuff	15	6	25	5	7	9	3	70	4.4	707	610,965	1,008,249
Stationery Supplies	7	6	17	1	4	6	2	43	2.7	749	929,090	901,431
Carpentry & Masonry	22	5	63	8	4	1	3	106	6.7	1,090	589,739	453,744
Transportation	2		2	3				7	0.4	67	46,750	15,400
Miscellaneous	21	8	46	27	14	1	14	131	8.2	1,423	1,225,948	1,907,140
TOTAL	325	247	433	246	158	118	631	590		22,680	15,727,857	24,022,944
%	20.4	15.6	27.2	15.5	9.9	7.5	4.0		100.0			

NOTE: All figures in National Currency (Chinese).

C.I.C. STATISTICS, May, 1943

Partial List of Products Made by C.I.C.

ARMY

woolen blankets
padded overcoats
jackets
uniforms
cloth shoes
leather shoes
sandals
boots
harnesses
charcoal engines
horse shoes
nails
camouflage paint
straps
cartridge belts
thermos bottles
wash basins
arms repairs
gunpowder
swords
knives
canvas
caps
puttees
sandbags
tarpaulins
knapsacks
machine-gun covers
camp beds
raincoats
flashlights
belts
helmets
hand grenades
pistols
gunpowder
ammunition cases
artillery carriers

MEDICAL

thermos bottles
mattress protectors
brushes
vaseline
silver nitrate
plaster of Paris
bandages
adhesive tape
medicated cotton
stretchers
hospital beds

MEDICAL (Cont'd)

bleach
sulphur
alcohol
chemical implements
hygiene instruments
jars
toothbrushes
mosquito nets
surgical gauze
bedding
toothpaste
chemical containers
castor oil

MACHINERY & EQUIPMENT

spinning wheels
looms
Ghosh spinners
H. F. spinners
tanning machines
steam engines
castings
tools
wrought iron
batteries
scales
printing presses
milling machines
springs
axles
plows
hoes
scythes
hand presses
dies
weights
rolling machines
flour mills
rice mills
moulds
foundry equipment
cane crushers
gas engines
sewing machines
carding machines
wool cleaners
water wheels
baling machines
cotton presses

HOUSEHOLD

woolen blankets
cotton blankets
overcoats
suits
shoes
brushes
stockings
socks
towels
plain cloth
puffed rice
biscuits
soap
paper
ink
linens
silks
towels
sweaters
rugs
embroidery
pots
pans
sugar
candles
porcelain
flour
candy
sauce
pickled vegetables
tinned foods
salt
salt meat
noodles
bean curd
bean vermicelli
furniture
suitcases
lamps
oil cloth
mats
sheets
jam
ramie cloth
laundry irons
pens
bottles
underwear
pottery

GENERAL

mail bags
umbrellas
cigarettes
matches
iron
coal
gold
dyes
furs
masonry
carpentry
bricks
tiles
newspapers
textbooks
copper utensils
tin
tungsten
paints
resin
sulphuric acid
soda
tung oil
gasoline substitute
glass
lime
firebricks
boats
camel transport
mule transport
charcoal
rope
oil paper
bristles
safes
buttons
chalk
bone utensils
coke
limestone
carts
electric power
asbestos
wolfram

NOTE: It is estimated that nearly 500 items are manufactured by the cooperatives.



Brick and Tile Cooperative

INDUSCO, INC.

INDUSCO, INC., the American Committee in Aid of Chinese Industrial Cooperatives, was incorporated in September, 1940. Its functions were to acquaint people with the work being carried on in China and to raise funds to aid in that work. Miss Ida Pruitt, for twenty years Chief of medical social work at Peking Union Medical College Hospital, came to the United States in the fall of 1939 to initiate aid to the cooperatives. In 1941 Indusco joined United China Relief as one of the eight participating agencies in this central fund-raising organization. Indusco instituted a Technical Department in 1942.

At the end of April, 1943, Indusco had sent more than \$780,000 to the International Committee for Chinese Industrial Cooperatives Productive Relief Fund. Indusco, through United China Relief, is now affiliated with the National War Fund.

Thousands of Americans have rallied to the aid of C.I.C., and each day's mail brings messages of praise for and encouragement to this movement. The Chinese Industrial Cooperatives are close to the hearts of Americans who see in them a fitting solution for a proud and courageous people who have shown to the world their ability to fight on and on in the face of what seemed overwhelming odds; who have given to the world a pattern for the winning of the war and for a way of life in the coming peace—"GUNG HO"—Work Together!

(See back cover for names of Indusco, Inc., Committee members.)



Front-line Cooperative Organizer

"While I was in China, I had occasion to see the functioning of the industrial cooperative effort in the remote provinces as well as in the populous centers. It is accomplishing amazing things. It is efficiently and effectively organized and not only provides employment but also supplies China with the dire necessities for waging war."—Wendell L. Willkie's message to Indusco, Inc., May, 1943

SOME URGENT REQUESTS FROM INTERNATIONAL COMMITTEE BUDGET JULY, 1943—JUNE, 1944

The total budget approved by the International Committee for the period of July 1, 1943 to June 30, 1944 is U.S.\$1,645,570.

Listed among the urgent requests are the following:

Iron and Coke Plant (Northwest)	\$31,800.00
Farm Machine Cooperative (Southwest)	25,000.00
Bailie School (Northern Front)	20,000.00
Establishment of New C.I.C. Depot (Sinkiang)	15,000.00
Small Steel Plant (Southwest)	10,000.00
Technical Research Institute (Southeast)	5,000.00
Machine Shop Equipment (Southern Front)	5,000.00
Large Weaving Cooperative (Northwest)	2,500.00
Clinic (Southwest)	2,030.00
Ball Mill for Tannery (Southwest)	1,000.00
Teazle Jig for Experimental Center (Chengtu)	500.00
Accountancy Training Class (Northwest)	300.00
Federation Library (Northern Front)	240.00
One Year Training for Bailie School Boy (Northwest)	100.00
Small Soap and Candle Cooperative (General)	100.00
Drilling Press (General)	50.00
Vise (General)	25.00
To Train One Refugee to Spin (General)	10.00
100 Flyer Spindles (Chengtu), each	5.00

GUNG HO



INDUSCO, INC.

AMERICAN COMMITTEE IN AID OF
CHINESE INDUSTRIAL COOPERATIVES

425 FOURTH AVENUE

NEW YORK 16, N. Y.

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